

# WESTCOAST CHILD CARE RESOURCE CENTRE



**ANNUAL REPORT 2008 – 2009**

Inspiring and Promoting  
Excellence in Child Care  
and Early Learning





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# From the Board

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It has been a busy and productive year at Westcoast from the Board perspective. We welcomed 4 new members to the Board at the last Annual General Meeting in September 2008. Early in the year we focused on strategic planning and undertook several new fundraising initiatives.

## Strategic Plan

The Strategic Planning process was a rewarding experience that allowed us to reflect on Westcoast's past direction and create a renewed vision for the future: **Inspiring and promoting excellence in child care and early learning.** We also reconfirmed our mission statement: *"Westcoast provides information, referrals, training and resources to those who are seeking the best care and early learning for children."*

Three key directions were established to guide the next 3 years of our work:

1. Ensure a strong future through sustainable funding and revenue-generation
2. Raise awareness of child care and early learning
3. Continue to build a healthy organizational culture and infrastructure

This was an invigorating process and throughout the year staff have done an excellent job of developing action plans to operationalize these goals.

## Fundraising

The Investors Circle continued through the re-commitment of many of the original donors and the addition of a few new donors. This year the Investors Circle contributed \$13,500 to Westcoast's cause. We held a fabulous dinner for Investors Circle Donors and friends on November 21, 2008 to thank them for their on-going vision and support.

In addition to the Investors Circle contributions, several campaigns through Capers, Voxfest, Please Mum, Kidsbooks and a Special Workshop resulted in almost \$5000.

The Westcoast website was redeveloped this year with fundraising in mind. We added a prominent, user-friendly Donate Now button utilizing Canada-Helps.org.

This past year Westcoast took a step toward creating a new future for itself. While the experience of going through massive government cutbacks was a difficult one, Westcoast was able to weather the storm and come out the other side with a fresh new approach. This was the start of a new future that will hopefully see Westcoast become more financially stable, more responsive to clients' needs, and more than ever a healthy and productive workplace. I look forward to the upcoming years at Westcoast and seeing this vision come to fruition.

– Rebecca Clarke, Chairperson

*"Really appreciate being part of this great organization and a pleasure to work with a wonderful team."*

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*"I continue to find my participation/involvement to be an ongoing personal and professional enrichment."*

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**Board Volunteer hours: 406**



## Board of Directors 2008-2009

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Wendy Brundige, Member at Large  
Roni Cahen, Chair of Personnel  
Gyda Chud, Secretary  
Rebecca Clarke, Chairperson  
Michelle De Salaberry, Member at Large  
Jacqueline Ewonus, Member at Large  
Christine Hibbert, Treasurer, Past Chairperson  
Judi McCormick, Member at Large  
Karen Norman, Fund Development  
Emma Ugarelli, Member at Large  
Susan Young, Member at Large

## Funders and Partners

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Ministry of Children and Family Development  
City of Vancouver  
Vancity Foundation  
BC Gaming  
United Way of the Lower Mainland  
Private Foundation  
Canadian Union of Postal Workers  
CKNW Orphan's Fund  
New Opportunities SEED Fund  
Fees for services, sales  
Fundraising  
Individual donors, including the Investors Circle

## Accreditation

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Westcoast is an accredited agency with COA (Council on Accreditation). This reflects and confirms our commitment to best practices, ethics and excellent client service. It also reflects our commitment to quality assurance.

Westcoast always wants to hear how we can continue to improve and meet community needs. Please contact us with your comments.

## From the Executive Directors

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It is one thing to plan — another to implement. This has been a year of implementation. When we achieved accreditation with COA in the fall of 2007 we breathed a collective sigh of relief. Maybe the hard work is done, we thought. No such thing. Not only have we been operationalizing our three key directions from the strategic plan, we have also been streamlining the Performance Quality Improvement initiatives. Customer surveys, outcome measures, risk management plans, training evaluations, quarterly reports and file reviews — they come to visit us in our dreams now!

At the same time we have been working with the Board to develop new fundraising initiatives such as the special workshops with Margo Running and Kidsbooks. We were so pleased to be able to meet everyone at the Investors Dinner in November and look forward to our next event. The connections we have been able to make this year are truly amazing.

We sincerely thank the Board and staff for their commitment to Westcoast's work over the past year. It is truly a privilege to know you all.

And, thank you to the community who use Westcoast's services and resources. It is because of you and the children and families you care for that we do what we do. You make us better in every way.

– Pam Best, Executive Director of Communications and Administration  
Dianne Liscumb, Executive Director of Agency Development and Training

*"Plans are only good intentions unless they immediately degenerate into hard work."*

– Peter Drucker



## Westcoast Staff

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Westcoast treasures its greatest resource – its staff. Despite funding restrictions, we do what we can to honour and support each and every member of the staff team. An annual staff training chart was established this year to track staff training needs and accomplishments. We offered professional development opportunities for staff onsite, including a very successful “Plain Language” workshop, and some beginner Excel training. Staff meetings are utilized to discuss policy and procedures relating to technical areas such as social networking protocols and electronic file management. Ideas were gathered from staff about ways to highlight diversity issues within the agency. More training to staff will be offered on diversity in the workplace this coming year.

Vince Lombardi once said “The price of success is hard work, dedication to the job at hand, and the determination that, whether we win or lose, we have applied the best of ourselves to the task at hand.” This quote aptly describes our Westcoast staff. We are fortunate to work with a dedicated group of individuals who come ready every day to offer their very best to the community. Without their commitment to the greater good, Westcoast would not be the organization it is today. Thank you all for every single day.

Ana Vojnovic	Angel Li	Annette Matthew	Chris Baerg
Christine Fong	Christine Lawson	Crystal Janes	David Tsui
Dianne Liscumb	Dorothy Buckland	Joanne Soo	Joni Kwan
Jyoti Joon	Kari Fowler	Katherine Parker	Kathleen Gray
Linda Wheeler	Loretta Chow	Lynne Griffin	Maria Ressel
Matt Pearson	Maureen Feeney	Nilofer Poonja	Nora Mejia
Pam Best	Sandy Yip	Shawn Nygren	Stephen Tsui
Vesna Krcmar	Wafa Rasool	Winnie Tam	

*“Westcoast is a supportive, ethical, caring, progressive and interesting agency to work for. There are opportunities for learning, personal growth and mentorship.”*

.....

*“I know family and friends will be treated well and the staff is conscientious in providing the best services they can. Westcoast provides relevant, well researched child care and early learning services.”*

.....

*“Despite funding uncertainty, Westcoast is the best place I have ever worked. The Board and management consistently support staff and allow for flexibility. The agency does important, useful work. I hear laughter everyday.”*

## Westcoast Volunteers

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Beyond our volunteer Board members, Westcoast depends on a few committed volunteers to make the magic happen, especially in the Westcoast Library. This past year we would like to honour Louise Aiken, who has been volunteering tirelessly for the library since 2002. Thank you Louise! Thanks also to Maureen Feeney who has been helping out with the collection for the past several years. And last but not least, Doug Fowler, who helped rearrange the Library shelves. Brute strength and fearlessness are always welcomed.

*“A pessimist, they say, sees a glass of water as being half empty; an optimist sees the same glass as half full. But a giving person sees a glass of water and starts looking for someone who might be thirsty.”*

*- G. Donald Gale*

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**Total volunteer hours: 107**

# Westcoast Information

## Website Development

The Westcoast website highlights new Westcoast events, training courses, and print materials under the 'What's New' section of the home page. We have established E-list capacity to send out regular updates and e-newsletters to those who sign up.

## Outreach

Last year's Annual Report was designed to be part of Westcoast's marketing strategy. It was widely distributed throughout the province and posted on our website. Westcoast was featured in an article in the ECEBC Journal in January 2009.

The Westcoast Display Boards used at conferences and other public events were developed to reflect the new Westcoast Vision, Mission and Strategic Directions. A digital photo display was also created.

Displays were presented at the provincial CCRR conference, the BCACCS conference, Western Canada Family Child Care Association conference, ELSA Net conference and the ECEBC conference.

Westcoast was represented more regularly at regional conferences and meetings this year including First Call, Early Childhood Development Roundtable, Summit of Provincial Organizations, Vancouver Neighbourhood Centres of Learning Project Visioning, Vancouver Supported Child Development Local Advisory Committee, LEAP, Local Community Health Fairs, Ready Set Learn events and multicultural fairs.

## Marketplace

The Westcoast Marketplace was updated and a new online catalogue made available. Sales of existing Westcoast print materials remained reasonably strong. Westcoast acquired and offered the *Nature Idea* book for sale, and sold 50 copies as of April 2009.

## Job Postings

In August 2008 Westcoast undertook a survey of employers who had previously used the Westcoast Job Board. Respondents reflected 55% from the Metro Vancouver area, 30% from Vancouver and 15% from the rest of BC. The majority of users who responded were group child care centres, including infant/toddler and school age programs. 65% were from non-profit organizations. Findings from the survey led to updating the Job Board on the website, and a new fee schedule. The volume of postings on the Westcoast Job Board remains consistently high. In the future we plan to survey job seekers to determine their needs when searching for work in the child care community.

**Website visits: 83,257**



**Print Resources distributed: 620**

*"I like that the Westcoast Job Board is very specific to child care and it services mostly the lower mainland and the province."*

*"I like the response rate and the success rate we received and the ease of using the site."*

*"It is a respected resource."*

**Postings on Job Board: 599**



# Westcoast Main Library

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The Westcoast Library enjoyed an active and productive year.

Early in 2009 Library users were surveyed.

- 96% of patrons reported they were able to improve their skills in searching for and finding resource materials.
- 82% of library users reported learning skills and gaining knowledge regarding child care and child development.
- 82% of library users reported that using the Westcoast Library resources had a positive impact on the quality of their child care program.

Survey results also indicated that patrons wanted the Library open for more hours during the week. It is not yet possible to extend the Library hours of operation.

All Libraries at Westcoast are now integrated into the same catalogue system. This has eliminated any duplication that may have occurred previously. Staff have also reviewed borrowing policies and streamlined procedures as much as possible.

After an internal review, the Board ended the subscriber program at Westcoast. Borrowing cards are now issued for \$5 per year and borrowing privileges are extended to anywhere in BC. 294 new borrowers were signed up during this fiscal year.

There is a constant need to update our Library materials. The resources in our collection are well loved and well used; in some cases, the high rate of usage is taking its toll. It is a continual challenge for the organization to find the funding to support the improvement of the collection. This year's grant from CKNW Orphans' Fund provided many new resources that promote children's small and large motor skills as well as literacy and pre-literacy skills. Thank you to CKNW Orphan's Fund for the support!

*"(I am) very relieved and grateful that the Westcoast Library has survived the years of government cutbacks and continues even in the face of continued budgetary restraints to provide a unique and valuable service to the child care community."*

.....  
*"The materials from Westcoast Library help enrich my program immensely. Thank you so much!"*  
.....

**Circulation: 23,172**  
(40% increase from prior year)

**Catalogue: 15,183 items**  
(1,318 new items added this year)

## Mobile Lending

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The Mobile Lending Van travels to sites all over the City and Metro Vancouver, and visits community groups where parents gather with their children for local programs. This year Mobile Lending added new resources to the collection with funding from the CKNW Orphan's Fund (\$5000). Mobile Lending staff learned how to catalogue their own resources and they now share the same database as the main Library. Out of the total circulation of 6,765 items, over 700 of them were parenting books and 142 were audio-visual materials for parents. The most popular items borrowed are those for toddlers.

*"This is a fabulous program! The selection of toys and books is very educational and well chosen. My children love having a "new toy" every two weeks. Because it is a lending library, it makes getting good quality toys and books very affordable for parents. (We only pay the \$5 membership fee). I can't say enough good things about Westcoast Mobile Lending. Please continue this program. We really need it!"*

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*"One of my 3 children has dyslexia. Westcoast has many phonics kits and games that have really helped him in his learning. The games and books also promote quality time at home. They learn more! It really helps build a stronger community."*

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**Lending sessions: 308**

**Circulation: 6,765**

## Westcoast Training Services

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Training is a mainstay of the Westcoast vision of inspiring and promoting excellence in child care and early learning. Westcoast offers a wide range of workshops and courses onsite as well as at conferences, child care centres and other locations as needed. Customized training is also available. With the new requirement for Early Childhood Educators to have 40 hours of training for renewal of their license, the demand for training is ever increasing.

This year Westcoast developed the *Responsible Adult* course, which was offered twice this year. Course materials are also offered for sale in the Marketplace. The initial interest in this course and accompanying materials has been very strong.

A new diversity workshop *Reflecting Young Children's Life Experiences in a Culturally Diverse Community* was piloted at the Sunshine Coast Conference in the fall of 2008. This workshop has been very positively received. It has since been presented at the *Heart of the Matter* conference in Surrey and twice at Westcoast.

Westcoast also piloted a multi-language DVD series on literacy with family child care providers. We are currently exploring its use with potential parent groups.

*"Great workshop! I learned a lot through activities and group discussions."*

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*"I believe the course materials were useful not only for the people who want to work at a child care centre but for people who want to become knowledgeable parents."*

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*"Beyond expectation! Probably one of the best workshops I have ever taken."*

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*"Thank you for taking the time to teach and raise ethnic awareness with our children. You're welcome back anytime!"*

## *Safe Spaces:* Bullying Prevention Education for Preschool Aged Children

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This year *Safe Spaces* Training and kits were provided to 10 Vancouver child care centres through a contribution from the New Opportunities SEED Fund. *Safe Spaces* training for child care providers and other practitioners in several immigrant-serving agencies, and *Safe Spaces* workshops for 20 parent groups were provided through project funding from United Way.

In addition three *Safe Spaces* training sessions were delivered to nearly 60 staff from several child care programs in the Lower Mainland, and a train-the-trainer course was provided to CCRR staff in the north, all on a fee for service basis. Sales of group care and family child care *Safe Spaces* kits have remained strong. One of our funding priorities for the coming year is the development of *Safe Spaces* for School Aged children.

*"Safe Spaces helped me learn that it is up to parents, caregivers and other adults to prevent bullying so we have a safer environment and happier children."*

.....

*"To kids, a safe place means not only safe toys but the whole growing/living environment as well. The latter needs the cooperation of the school and families, especially parents who play an important role in preventing bullying when kids are young. First, parents should learn to control themselves, their emotions and language under great pressure to give kids a peaceful, warm and cozy home. Second, parents should help kids to recognize what bullying is, how harmful it is, how to prevent it and help them learn how to solve problems by using appropriate words/phrases. *Safe Spaces* helps with both these things."*



# Vancouver Child Care Resource and Referral

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Vancouver CCRR received excellent feedback from the 2009 participant survey. Our thanks go to the many registered Family Child Care providers who participated in the survey and made thoughtful and constructive comments. On average, 95% of respondents reported that Vancouver CCRR assisted them to increase the quality of care they provide, helped their businesses run more effectively, reduced conflict with parents, and increased their confidence in caring for young children. Family Child Care providers also reported a very high level of satisfaction with VCCRR services overall (95%).

The survey also told us that some caregivers encounter barriers to attending Caregiver Networking sessions and Caregiver-Child Drop-ins. Staff will undertake a review of these sessions over the next year to see if there are ways to accommodate caregiver needs.

*"VCCRR is full of resources for the child care providers, parents and the children. It ties all of them together."*

.....

*"The resources I am given through workshops, newsletters and visits are helpful."*

.....

*"A sincere thank you to VCCRR for the great services. VCCRR always supports Family Child Care providers to provide quality services for the children and families."*

.....

**Registered License Not Required providers: 109**

**Registered Licensed Family Child Care providers: 199**

## Child Care Subsidy Assistance

As part of Vancouver Child Care Resource and Referral contract with the Ministry of Children and Family Development, we assist families with their Child Care Subsidy Applications. When parents were surveyed, 88% reported satisfaction with the service overall. The survey showed that participants were happy with the information they received, and with the ease of booking appointments. 100% said they would use the service again and recommend it to others.

*"You have been so helpful. (I will) always recommend (the service)"*

.....

*"Excellent! Thank you very much."*

.....

**Subsidy Contacts: 1,126**

## Regional CCRR Professional Development Centre

Regional Professional Development Centre funds allocated to Westcoast through Vancouver Child Care Resource & Referral were used in several ways over the course of the 2008-09 year. An English language improvement course was piloted with newcomer family child care providers. Through 12 sessions of training with a qualified ESL instructor, participants improved their English reading, writing and speaking skills. This enabled them to interact with parents and children in English more effectively and to promote and operate their family child care businesses more successfully.

Regional CCRR Professional Development Centre funds also help support the Caregiver-Child Drop In at Grandview Terrace Housing.



## Caregiver-Child Drop In

The Grandview Terrace Caregiver-Child Drop In was established in January 2008. Initially, energy and resources went into designing a friendly and stimulating environment for children and their caregivers. The Drop In is open to family child care providers, parents and other caregivers in the Grandview-Woodlands, Hastings-Sunrise, Renfrew-Collingwood and adjacent areas. Drop In staff provide toys and activities that are different from those usually available at home or in family child care settings. Staff explain the value of specific activities to children's development to parents and caregivers, and discuss ways they might offer similar activities in their home settings. Caregivers have ample opportunity to share their experiences and learn from each other. Children experience the opportunity to explore social relationships in a larger group than can occur in family child care settings

## Family Information and Referral (FIR)

This has been a year of technical change for the FIR program at Westcoast. As part of our strategic planning process, we examined work processes related to the FIR database. Because the original database was aging, it was becoming onerous to ready the child care lists for timely distribution. At the same time, more families requested that the lists be sent to them by email. We streamlined the data entry process through a few technical changes so that the database became accessible to all CCRR staff. FIR reports and lists are now generated in a more automated fashion. In the meantime, we have begun to work with Vari-Tech Systems, the developers of the Child Care Pro software, to create a partnership agreement for our mutual benefit. FIR is eager to begin working with the new Child Care Pro Communities software in 2009.

FIR parents were surveyed in the last part of the year. 94% of parents reported that the information they received from FIR helped them know where to look for child care, and 88% said they would use the service again. Many parents reported that they could not find affordable, quality child care when they needed it.

## Canadian Union of Postal Workers (CUPW)

Westcoast's relationship with CUPW was established in 2003 and continued for 6 very successful years. This year marked the end of the contract between Westcoast FIR and Canadian Union of Postal Workers for child care resource and referral services. Current market conditions did not play favourably to the Child Care Fund established by CUPW and Canada Post to fund initiatives such as this. We hope for better times in the future where innovative projects like this are again established for the benefit of children and families, and the community at large.

*"Every week more caregivers and children come to the Drop-in. The children ask the caregivers 'when are we going back?' They are so excited to see their friends."*

**Cumulative Attendance:**  
**244 caregivers and parents**  
**718 children**

*"The parents I talk to are so grateful to find information about what to look for when searching for a quality program for their child. Some parents have suggested our resources should be available in the hospital when the child is born. They often don't know where to start."*

**Phone calls/email inquiries:**  
**6,900**  
**Child care listings distributed:**  
**16,500**

*"The Canadian Union of Postal Workers is deeply appreciative of all your collective work and commitment to quality child care services and support to parents and families. Our union was fortunate to be able to work with you since May 2003 to provide our members with the opportunity to use quality summer programs. Your coordination of this project was exemplary."*

**Families served: 85**

# Child Care Advocacy Forum

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The Advocacy Forum, an alliance of six provincial child care organizations, including Westcoast, has worked together since 1999 to advance a Common Vision and Agenda for Child Care in BC. Together, we represent thousands of front-line providers and employers from all types of child care, families and concerned citizens.

This year the Forum website was updated with recent publications, and featured “Smart Solutions for BC Families” and “Join the Conversation” campaigns. Posters and post cards were developed with the “We need Child Care to work/ be affordable/ be accessible...” messages. These same posters were used in the Zoom advertising campaign in restaurants and other public venues across the Lower Mainland. The Forum continues its work to advocate for a quality child care system.

*“The BC Child Care Advocacy Forum welcomes the opportunity to appear before this committee again this year to make the case that the best choice BC can make in the 2009 budget is to invest in a universally accessible, high quality, publicly funded system of early childhood care and learning.”*

*– Investing in Child Care is the Best Choice, Child Care Advocacy Forum’s Submission to the Select Standing Committee on Finances and Government Services, October 2008*

# Statistics 2008-09

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	2008-09	2007-08
Volunteer board hours	406	378
<b>Westcoast Information</b>		
Total contacts	803	900
Contacts with child care programs	421	485
Requests for training info	141	61
Requests for HR info	31	134
Start up requests	92	91
Participants in library orientations	184	215
Print resources distributed	620	789
INFORM Guides distributed	104	152
Job postings	599	560
Website visits	83,257	n/a
<b>Westcoast Library</b>		
Items in current catalogue	15,183	14,978
New titles added	1,318	997
Annual circulation	23,172	16,527
New borrowers	295	239
<b>Westcoast Mobile Lending</b>		
Lending sessions	308	241
Borrowing	2,672	1,569
Consultations	1,686	1,003
<i>Items lent by age group:</i>		
0-18 months	438	251
19-36 months	1,666	883
3-5 years	740	497
Storybooks	3,003	2,217
Parent books	776	215
Parenting audio/visual	142	133
Total circulation	6,765	3,998

## Statistics 2008-09 *continued*

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	2008-09	2007-08
<b>Westcoast Training</b>		
Westcoast workshops	21	20
Workshop participants	467	364
Diversity workshops	4	4
Diversity workshop participants	37	62
Demonstration circle times	24	24
Demonstration circle time settings	8	8
Number of participants (caregivers and children)	490	n/a
Family child care workshops	28	21
Number of languages	4	n/a
Family child care participants	497	373
Family child care courses (35 hours)	5	4
Number of languages	2	n/a
Family child care course participants	72	48
BC communities visited	6	5
Responsible Adult courses (20 hours)	2	n/a
Responsible Adult participants	49	n/a
Fee for service workshops	14	n/a
<b>Safe Spaces: Bullying Prevention</b>		
Training sessions	40	n/a
Participants in information sessions	646	n/a
<b>Vancouver CCRR</b>		
Information sessions	12	6
Participants in information sessions	238	99
Subsidy contacts	1,126	1,251
Registered License Not Required providers	109	90
Registered Licensed Family Child Care providers	199	203
Home visits	391	461
Drop in sessions	26	16
Borrowing visits	1,232	403
<b>Westcoast Family Information and Referral</b>		
Total inquiries	6,900	6,400
Inquiries from families	5,380	5,300
Choosing child care sessions	24	23
Choosing child care participants	305	386
<b>CUPW Project</b>		
Families supported	86	107



# Financial Summaries

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**Westcoast Child Care Resource Centre  
Statement of Financial Position  
March 31, 2009**

	<b>2009</b>	<b>2008</b>
<b>ASSETS</b>		
Current		
Cash and cash equivalents	\$ 133,022	\$ 193,640
Accounts receivable	16,077	21,827
Prepaid expenses	9,373	8,167
	<u>158,472</u>	<u>223,634</u>
Investments	114,206	194,018
Capital assets (Note 3)	218,987	160,233
	<u>\$ 491,665</u>	<u>\$ 577,885</u>
<b>LIABILITIES</b>		
Current		
Line of credit payable (Note 4)	\$ 54,500	\$ 22,307
Accounts payable and accrued liabilities	13,718	50,120
Wages payable	30,076	29,337
	<u>98,294</u>	<u>101,764</u>
<b>FUND BALANCES</b>		
Unrestricted	\$ 43,047	\$ 80,914
Internally Restricted (Note 5)	10,895	10,701
Externally Restricted (Note 6)	120,442	224,273
Invested in Capital Assets	218,987	160,233
	<u>393,371</u>	<u>476,121</u>
	<u>\$ 491,665</u>	<u>\$ 577,885</u>

## Financial Summaries *continued*

### Statement of Operations For the Year Ended March 31, 2009

	2009	2008
<b>REVENUE</b>		
Province of BC – MCFD	\$ 558,066	\$ 825,907
City of Vancouver	244,113	279,000
Vancity Foundation	165,000	95,000
Proceeds from gaming	95,000	170,000
Other grants/contracts	87,948	141,000
United Way	86,302	91,282
Sales	85,838	61,711
Recoveries	62,492	41,260
Fees	61,746	38,526
Donations and fundraising	29,952	32,969
Interest and other	11,424	12,046
Subscriber registration	6,406	13,650
	<u>1,494,287</u>	<u>1,802,351</u>
<b>EXPENDITURES</b>		
Salaries and benefits	\$ 980,372	\$ 1,111,786
Rent and premises	128,500	171,306
Program expense	124,054	143,488
Amortization	65,807	35,879
Office and equipment	55,386	64,801
Consultant expense	43,813	149,336
Printing and copier	38,450	40,595
Resource acquisitions	36,983	20,330
Write down of investments	24,322	29,740
Travel and planning	13,236	18,518
Audit and legal	10,245	21,909
Automobile	3,018	9,441
Fundraising	2,738	5,832
	<u>1,526,924</u>	<u>1,822,961</u>
<b>Excess (Deficiency) of Revenue</b>		
<b>Over Expenditures from operations</b>	<b>\$ (32,637)</b>	<b>\$ (20,610)</b>
Discontinued program return of funding (Note 9)	-50,113	0
<b>Excess (Deficiency) of Revenue</b>		
<b>Over Expenditures for the year</b>	<b>\$ -82,750</b>	<b>\$ -20,610</b>

\* Copies of our complete audited financial statements, including notes are available upon request.

# Contact Us

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Westcoast Child Care Resource Centre  
2772 East Broadway  
Vancouver, BC, V5M 1Y8

General Office Hours:

Monday to Friday 9:00 a.m. to 5 p.m.  
Saturday 10:00 a.m. to 3:00 p.m.

Phone: 604-709-5661  
Toll Free: 1-877-262-0022  
Fax: 604-709-5662  
[www.wstcoast.org](http://www.wstcoast.org)  
[info@wstcoast.org](mailto:info@wstcoast.org)

Library Hours:

Wednesday 12 noon to 8:00 p.m.  
Thursday and Friday 12 noon to 5:00 p.m.  
Saturday 10:00 a.m. to 3:00 p.m.

*The library is closed on Sunday, Monday, Tuesday and Statutory Holiday Weekends.*

Email: [library@wstcoast.org](mailto:library@wstcoast.org)



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**Westcoast Child Care Resource Centre**

2772 East Broadway, Vancouver BC V5M 1Y8

Phone: 604.709.5661 | Fax: 604.709.5662 | Toll-Free: 1.877.262.0022

Email: [info@wstcoast.org](mailto:info@wstcoast.org) | [www.wstcoast.org](http://www.wstcoast.org)

